



TORQ Analysis of First-Line Supervisors/Managers of Production and Operating Workers to First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand




INPUT SECTION:

Transfer	Title	O*NET	Filters		
From Title:	First-Line Supervisors/Managers of Production and Operating Workers	51-1011.00	Abilities:	Importance Level: 50	Weight: 1
To Title:	First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand	53-1021.00	Skills:	Importance Level: 69	Weight: 1
Labor Market Area:	Maine Statewide		Knowledge:	Importance Level: 69	Weight: 1

OUTPUT SECTION:

Grand TORQ:







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Ability TORQ				Skills TORQ				Knowledge TORQ			
Level		92		Level		91		Level		83	
Gaps To Narrow if Possible				Upgrade These Skills				Knowledge to Add			
Ability	Level	Gap	Impt	Skill	Level	Gap	Impt	Knowledge	Level	Gap	Impt
Problem Sensitivity	51	3	72	Time Management	69	7	87	Customer and Personal Service	61	11	73
Category Flexibility	46	4	53	Critical Thinking	66	6	74				
Information Ordering	53	3	62	Service Orientation	55	5	70				
Written Expression	55	2	59	Social Perceptiveness	66	5	69				
				Monitoring	75	3	84				
				Judgment and Decision Making	62	3	80				
				Management of Personnel Resources	71	3	75				
				Persuasion	63	3	74				

LEVEL and IMPT (IMPORTANCE) refer to the Target First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand. GAP refers to level difference between First-Line Supervisors/Managers of Production and Operating Workers and First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand.

ASK ANALYSIS

Ability Level Comparison - Abilities with importance scores over 50

Description	First-Line Supervisors/Managers of Production and Operating Workers	First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand	Importance
Oral Expression	57 	55 	78 
Oral Comprehension	55 	55 	75 



Problem Sensitivity	48	51	72
Speech Clarity	48	48	72
Speech Recognition	46	46	68
Deductive Reasoning	53	50	65
Inductive Reasoning	51	46	62
Information Ordering	50	53	62
Near Vision	48	48	62
Written Comprehension	53	51	59
Written Expression	53	55	59
Category Flexibility	42	46	53
Fluency of Ideas	48	44	50

Skill Level Comparison - Abilities with importance scores over 69

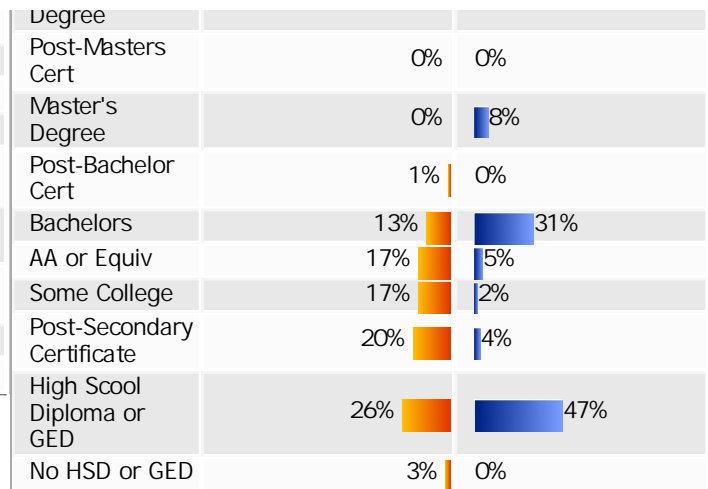
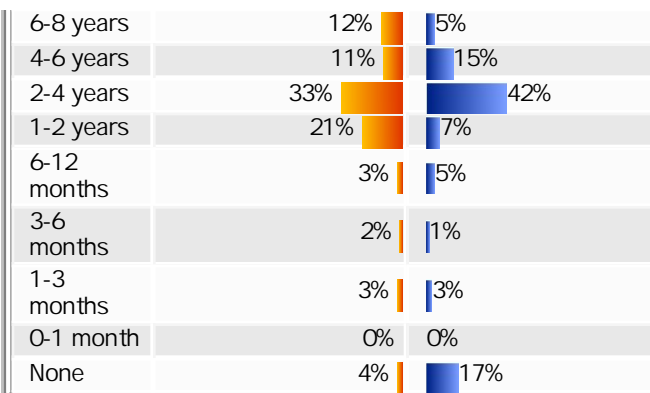
Description	First-Line Supervisors/Managers of Production and Operating Workers	First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand	Importance
Time Management	62	69	87
Monitoring	72	75	84
Judgment and Decision Making	59	62	80
Active Listening	65	58	79
Speaking	61	58	77
Management of Personnel Resources	68	71	75
Critical Thinking	60	66	74
Persuasion	60	63	74
Reading Comprehension	63	54	71
Service Orientation	50	55	70
Mathematics	55	54	69
Social Perceptiveness	61	66	69

Knowledge Level Comparison - Knowledge with importance scores over 69

Description	First-Line Supervisors/Managers of Production and Operating Workers	First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand	Importance
Administration and Management	58	58	75
Customer and Personal Service	50	61	73

Experience & Education Comparison

Related Work Experience Comparison			Required Education Level Comparison		
Description	First-Line Supervisors/Managers of Production and Operating Workers	First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand	Description	First-Line Supervisors/Managers of Production and Operating Workers	First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand
10+ years	2%	1%	Doctoral	0%	0%
8-10 years	5%	0%	Professional	0%	0%



First-Line Supervisors/Managers of Production and Operating Workers

First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand

Most Common Educational/Training Requirement:

Work experience in a related occupation

Work experience in a related occupation

Job Zone Comparison

3 - Job Zone Three: Medium Preparation Needed

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Previous work-related skill, knowledge, or experience is required for these occupations. For example, an electrician must have completed three or four years of apprenticeship or several years of vocational training, and often must have passed a licensing exam, in order to perform the job.

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Tasks**First-Line Supervisors/Managers of Production and Operating Workers****Core Tasks****Generalized Work Activities:**

- Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.
- Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems.
- Coordinating the Work and Activities of Others- Getting members of a group to work together to accomplish tasks.
- Guiding, Directing, and Motivating Subordinates - Providing guidance and direction to subordinates, including setting performance standards and monitoring performance.
- Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.

Specific Tasks**First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand****Core Tasks****Generalized Work Activities:**

- Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.
- Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems.
- Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.
- Organizing, Planning, and Prioritizing Work - Developing specific goals and plans to prioritize, organize, and accomplish your work.
- Developing and Building Teams - Encouraging and building mutual trust, respect, and cooperation among team members.
- Establishing and Maintaining Interpersonal Relationships - Developing constructive



Occupation Specific Tasks:

- Calculate labor and equipment requirements and production specifications, using standard formulas.
- Confer with management or subordinates to resolve worker problems, complaints, or grievances.
- Confer with other supervisors to coordinate operations and activities within or between departments.
- Demonstrate equipment operations and work and safety procedures to new employees, or assign employees to experienced workers for training.
- Determine standards, budgets, production goals, and rates, based on company policies, equipment and labor availability, and workloads.
- Direct and coordinate the activities of employees engaged in the production or processing of goods, such as inspectors, machine setters, and fabricators.
- Enforce safety and sanitation regulations.
- Inspect materials, products, or equipment to detect defects or malfunctions.
- Interpret specifications, blueprints, job orders, and company policies and procedures for workers.
- Maintain operations data such as time, production, and cost records, and prepare management reports of production results.
- Observe work, and monitor gauges, dials, and other indicators to ensure that operators conform to production or processing standards.
- Plan and develop new products and production processes.
- Plan and establish work schedules, assignments, and production sequences to meet production goals.
- Read and analyze charts, work orders, production schedules, and other records and reports, in order to determine production requirements and to evaluate current production estimates and outputs.
- Recommend or implement measures to motivate employees and to improve production methods, equipment performance, product quality, or efficiency.
- Recommend personnel actions such as hirings and promotions.
- Requisition materials, supplies, equipment parts, or repair services.
- Set up and adjust machines and equipment.

Detailed Tasks

and cooperative working relationships with others, and maintaining them over time.

- Identifying Objects, Actions, and Events - Identifying information by categorizing, estimating, recognizing differences or similarities, and detecting changes in circumstances or events.

Specific Tasks

Occupation Specific Tasks:

- Assess training needs of staff; then arrange for or provide appropriate instruction.
- Check specifications of materials loaded or unloaded against information contained in work orders.
- Collaborate with workers and managers to solve work-related problems.
- Conduct staff meetings to relay general information or to address specific topics such as safety.
- Counsel employees in work-related activities, personal growth, and career development.
- Estimate material, time, and staffing requirements for a given project, based on work orders, job specifications, and experience.
- Evaluate employee performance, and prepare performance appraisals.
- Examine freight to determine loading sequences.
- Inform designated employees or departments of items loaded, and problems encountered.
- Inspect equipment for wear and for conformance to specifications.
- Inspect job sites to determine the extent of maintenance or repairs needed.
- Inventory supplies, and requisition or purchase additional items as necessary.
- Participate in the hiring process by reviewing credentials, conducting interviews, and/or making hiring decisions or recommendations.
- Perform the same work duties as those whom they supervise, and/or perform more difficult or skilled tasks or assist in their performance.
- Plan work schedules and assign duties to maintain adequate staffing levels, to ensure that activities are performed effectively, and to respond to fluctuating workloads.
- Prepare and maintain work records and reports that include information such as employee time and wages, daily receipts, and inspection results.



Detailed Work Activities:

- adjust production equipment/machinery setup
- analyze operational or management reports or records
- assign work to staff or employees
- communicate technical information
- compute production, construction, or installation specifications
- conduct or attend staff meetings
- confer with other departmental heads to coordinate activities
- consult with managerial or supervisory personnel
- coordinate production materials, activities or processes
- demonstrate or explain assembly or use of equipment
- determine factors affecting production processes
- develop maintenance schedules
- direct and coordinate activities of workers or staff
- establish employee performance standards
- estimate materials or labor requirements
- examine products or work to verify conformance to specifications
- explain rules, policies or regulations
- explain work orders, specifications, or work techniques to workers
- maintain file of job openings
- maintain inventory of office equipment or furniture
- maintain job descriptions
- maintain production or work records
- maintain records, reports, or files
- manage inventories or supplies
- modify work procedures or processes to meet deadlines
- monitor production machinery/equipment operation to detect problems
- monitor worker performance
- motivate workers to achieve work goals
- orient new employees
- oversee work progress to verify safety or conformance to standards
- prepare or maintain employee records
- prepare reports
- read blueprints
- read technical drawings
- read work order, instructions, formulas, or processing charts
- recommend improvements to work methods or procedures
- requisition stock, materials, supplies or equipment

and inspection results.

- Provide assistance in balancing books, tracking, monitoring, and projecting a unit's budget needs, and in developing unit policies and procedures.
- Quote prices to customers.
- Recommend or initiate personnel actions such as promotions, transfers, and disciplinary measures.
- Resolve personnel problems, complaints, and formal grievances when possible, or refer them to higher-level supervisors for resolution.
- Review work throughout the work process and at completion, in order to ensure that it has been performed properly.
- Schedule times of shipment and modes of transportation for materials.
- Transmit and explain work orders to laborers.

Detailed Tasks

Detailed Work Activities:

- assign work to staff or employees
- communicate technical information
- conduct or attend staff meetings
- conduct training for personnel
- demonstrate or explain assembly or use of equipment
- determine loaded cargo complies with regulations or specifications
- direct and coordinate activities of workers or staff
- establish employee performance standards
- inspect machinery or equipment to determine adjustments or repairs needed
- inspect material moving equipment
- inventory stock to ensure adequate supplies
- maintain file of job openings
- maintain inventory of office equipment or furniture
- maintain job descriptions
- maintain production or work records
- maintain records, reports, or files
- modify work procedures or processes to meet deadlines
- monitor worker performance
- orient new employees
- oversee work progress to verify safety or conformance to standards
- prepare or maintain employee records
- prepare reports
- read blueprints
- read technical drawings
- requisition stock, materials, supplies or equipment
- resolve customer or public complaints



- resolve or assist workers to resolve work problems
- resolve personnel problems or grievances
- schedule activities, classes, or events
- schedule employee work hours
- set up production equipment or machinery
- understand second language
- understand technical operating, service or repair manuals
- use oral or written communication techniques

Technology - Examples

Data base user interface and query software

- Database software
- Oracle software

Electronic mail software

- Email software
- IBM Lotus Notes
- Microsoft Outlook

Enterprise resource planning ERP software

- Bowen & Groves M1 ERP
- Capterra Enterprise Resource Planning
- Encompix ERP
- Epicor Vantage ERP
- Epicor Vista ERP
- Giraffe Production Systems software
- Intacct ERP software
- Made2Manage software

- Microsoft Axapta
- NetSuite NetERP

- Resource planning software

- Retain Resource Planning

- SAP Business One

- SAP software

- SYSPRO software

- Technology Group International Enterprise 21 ERP

Human resources software

- GHG electronic employee management suite eFMS software

- review schedules to obtain cargo loading information
- schedule activities, classes, or events
- schedule employee work hours
- understand second language
- understand technical operating, service or repair manuals
- use oral or written communication techniques
- verify cargo against shipping papers

Technology - Examples

Electronic mail software

- Microsoft Outlook

Enterprise resource planning ERP software

- Sage Accpac ERP

Human resources software

- Employee scheduling software

Inventory management software

- Inventory control software
- Warehouse management software

Office suite software

- Microsoft Office

Spreadsheet software

- Microsoft Excel

Time accounting software

- Time and attendance software

Word processing software

- Microsoft Word

Tools - Examples

- Barcode scanners

- Tape guns

- Desktop computers

- Dollies

- Forklifts

- Glue guns

- Claw hammers

- Handtrucks

- Power hoists

- Hydraulic jacks

- Hoisting hooks



Office Software

Internet browser software

- Netscape software

Inventory management software

- Inventory management software

Materials requirements planning logistics and supply chain software

- Integrated materials management systems
- Materials management software
- QA Software QMS Materials Management

Office suite software

- Microsoft Office

Presentation software

- Microsoft PowerPoint

Project management software

- Microsoft Total Quality Control Management
- Total quality management TQM software

Spreadsheet software

- Microsoft Excel
- Spreadsheet software

Time accounting software

- Kronos Workforce Timekeeper
- Timekeeping software
- Work Technology WorkTech Time

Word processing software

- Microsoft Word
- Word processing software

Tools - Examples

- Desktop computers
- Personal protective clothing
- Laser printers
- Notebook computers
- Personal computers
- Respirators
- Safety glasses
- Protective shoes
- Laser scanners

- Personal computers

- Hand planes

- Power saws

- Hand saws

- Scaffolding

- Material-hoisting slings

- Utility knives

- Hydraulic winches

- Overhead cranes

- Banding machines



- Operator terminals

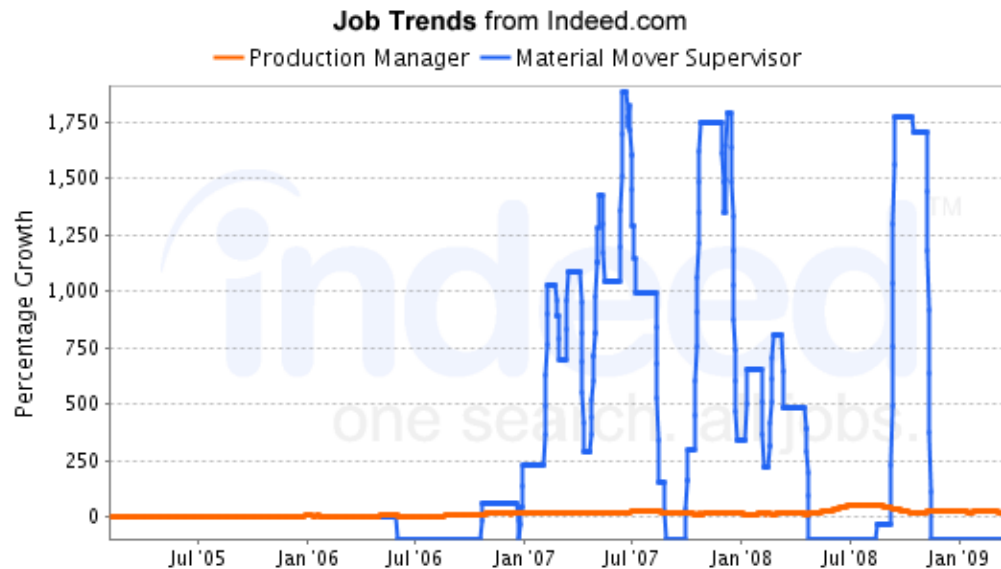
Labor Market Comparison

Description	First-Line Supervisors/Managers of Production and Operating Workers	First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand	Difference
Median Wage	\$ 45,510	\$ 34,540	\$(10,970)
10th Percentile Wage	\$ 28,000	\$ 20,140	\$(7,860)
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	\$ 58,890	\$ 43,730	\$(15,160)
90th Percentile Wage	\$ 73,810	\$ 52,080	\$(21,730)
Mean Wage	\$ 48,010	\$ 35,450	\$(12,560)
Total Employment - 2007	3,750	1,160	-2,590
Employment Base - 2006	3,893	1,153	-2,740
Projected Employment - 2016	3,745	1,278	-2,467
Projected Job Growth - 2006-2016	-3.8 %	10.8 %	14.6 %
Projected Annual Openings - 2006-2016	65	37	-28

National Job Posting Trends

Trend for First-Line Supervisors/Managers of Production and Operating Workers

Trend for First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand

Data from [Indeed](http://Indeed.com)

Recommended Programs

Logistics and Materials Management

Logistics and Materials Management. A program that prepares individuals to manage and coordinate all logistical functions in an enterprise, ranging from acquisitions to receiving and handling, through internal allocation of resources to operations units, to the handling and delivery of output. Includes instruction in acquisitions and purchasing, inventory control, storage and handling, just-in-time manufacturing, logistics planning, shipping and delivery management, transportation, quality control, resource estimation and allocation, and budgeting.

No schools available for the program

Maine Statewide Promotion Opportunities for First-Line Supervisors/Managers of Production

O*NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings
51-1011.00	First-Line Supervisors/Managers of Production and Operating Workers	100	3	3,750	\$45,510.00	\$0.00	-4%	65
11-3051.00	Industrial Production Managers	90	4	690	\$72,560.00	\$27,050.00	-12%	24
11-3071.02	Storage and Distribution Managers	89	3	710	\$62,270.00	\$16,760.00	5%	25
17-3026.00	Industrial Engineering Technicians	88	3	370	\$51,700.00	\$6,190.00	6%	9
11-9131.00	Postmasters and Mail Superintendents	87	3	420	\$55,200.00	\$9,690.00	-5%	10
11-3061.00	Purchasing Managers	83	4	330	\$72,560.00	\$27,050.00	2%	11
47-1011.00	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	83	3	3,190	\$46,630.00	\$1,120.00	3%	77
11-3071.01	Transportation Managers	83	3	710	\$62,270.00	\$16,760.00	5%	25



25-1194.00	Vocational Education Teachers, Postsecondary	83	4	0	\$47,550.00	\$2,040.00	51%	20
11-3042.00	Training and Development Managers	82	4	140	\$66,670.00	\$21,160.00	7%	4
41-1012.00	First-Line Supervisors/Managers of Non-Retail Sales Workers	82	4	930	\$55,220.00	\$9,710.00	-1%	19
49-1011.00	First-Line Supervisors/Managers of Mechanics, Installers, and Repairers	82	4	2,490	\$46,810.00	\$1,300.00	0%	60
11-3011.00	Administrative Services Managers	82	4	1,090	\$56,630.00	\$11,120.00	5%	34
51-8012.00	Power Distributors and Dispatchers	82	4	0	\$47,720.00	\$2,210.00	0%	0
11-9011.01	Nursery and Greenhouse Managers	82	4	30	\$60,610.00	\$15,100.00	20%	15

Top Industries for First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand

Industry	NAICS	% in Industry	Employment	Projected Employment	% Change
Warehousing and storage	493100	9.37%	17,045	22,766	33.57%
Couriers	492100	6.22%	11,319	12,163	7.46%
Other automotive repair and maintenance	811190	5.49%	9,982	15,899	59.27%
General freight trucking	484100	3.87%	7,038	7,960	13.11%
Grocery and related product wholesalers	424400	3.60%	6,553	7,166	9.35%
Grocery stores	445100	2.17%	3,951	4,310	9.11%
Building material and supplies dealers	444100	2.08%	3,784	4,836	27.79%
Miscellaneous durable goods merchant wholesalers	423900	1.90%	3,466	3,979	14.80%
Miscellaneous nondurable goods merchant wholesalers	424900	1.59%	2,894	3,146	8.72%
Local government, excluding education and hospitals	939300	1.53%	2,782	3,125	12.34%
Lumber and other construction materials merchant wholesalers	423300	1.52%	2,771	3,183	14.86%
Specialized freight trucking	484200	1.51%	2,742	3,088	12.64%
Wholesale electronic markets and agents and brokers	425100	1.44%	2,628	2,983	13.48%
Plastics product manufacturing	326100	1.41%	2,567	2,721	6.00%
Employment services	561300	1.27%	2,316	2,931	26.56%

Top Industries for First-Line Supervisors/Managers of Production and Operating Workers



Industry	NAICS	% in Industry	Employment	Projected Employment	% Change
Plastics product manufacturing	326100	4.03%	28,154	29,844	6.00%
Printing and related support activities	323100	3.61%	25,224	19,985	-20.77%
Motor vehicle parts manufacturing	336300	3.08%	21,518	17,131	-20.39%
Architectural and structural metals manufacturing	332300	2.52%	17,595	18,792	6.80%
Self-employed workers, primary job	000601	2.40%	16,779	17,876	6.54%
Grocery stores	445100	2.37%	16,559	18,067	9.11%
Animal slaughtering and processing	311600	2.24%	15,642	17,851	14.13%
Local government, excluding education and hospitals	939300	2.07%	14,471	16,257	12.34%
Machine shops	332710	1.99%	13,948	11,538	-17.28%
Converted paper product manufacturing	322200	1.89%	13,212	11,088	-16.08%
Semiconductor and other electronic component manufacturing	334400	1.88%	13,126	11,473	-12.59%
Drycleaning and laundry services	812300	1.75%	12,216	12,217	0.01%
Other wood product manufacturing	321900	1.64%	11,463	10,802	-5.77%
Other fabricated metal product manufacturing	332900	1.57%	10,950	9,702	-11.39%
Other general purpose machinery manufacturing	333900	1.41%	9,879	8,918	-9.73%